

OPEN UNIVERSITY OF TANZANIA



**INVESTIGATING THE EFFECTS OF PROJECT CHANGE IN
SCOPE ON EMPLOYEE PERFORMANCE AT
TRIUMPHANT COLLEGE**

By

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MASTERS IN
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CERTIFICATION

The Undersigned certifies that he read and hereby recommends for acceptance by the Open University of Tanzania a Dissertation titled **”Investigating the Effects of Project Change in Scope on Employee Performance at Triumphant College”**. In partial fulfilment of the requirements for the degree of Master of Project Management. (MPM)

.....

Dr.S. E Macha

(Supervisor)

Date:06 August 2018

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DECLARATION

I, **Collin Paul Madziwo**, do hereby declare that this project is the result of my investigation and research and that this has not been submitted in part or in full for any degree or for any other degree or Post graduate to any University.

c p madziwo

06 August 2018

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Date

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Violet Makanza who helped with Editing

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DEDICATION

I dedicate this work to my late Father Mr Cephas Madziwo who always was a pillar of strength during my academic journey, He taught me the importance of education.

Abstract

The topic of this research project was based on investigating the Effect of Change in Project Scope on Employee Performance on a Project at Triumphant College. The reason for conducting this study was to examine the Effects of Change in Project Scope on Employee performance on a project. The main objective of this study was to determine the Effects of Project change in Scope on Employee Performance at Triumphant College.

This study used stratified sampling. This method of sampling divides the population into different groups called strata so that each element will belong to one stratum. The sample size comprised of thirty questionnaires issued to management and employees of Triumphant College. The research instrument which was used for this research was a questionnaire directed to both the management and the employees. The Methodology that was used for data analysis for this research was descriptive analysis

The study findings revealed that change in Project scope have a positive and significant effect on Employee performance. The major ways in which employees were affected were by firstly new roles, secondly reporting channels and lastly by new technology and systems implemented.

The Recommendations made included that Triumphant College Management should offer clear and open channels of communication so that project team will be kept up to date on changes affecting their performance on a project. It was further recommended that the College Management give feedback during change process to enable project team members to be involved and participate during any change process in Project scope.

LIST OF ACRONYMS

TC-Triumphant College

P M I-Project Management Institute

PMBOK –Project Management Book

N C C I-Namibia Chamber of Commerce and Industry

M P M-Masters in Project Management

OUT-The Open University of Tanzania

Table of Contents

CERTIFICATION.....	i
COPYRIGHT	ii
DECLARATION	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
Abstract	vi
LIST OF ACRONYMS.....	vii
Table of Contents	viii
List of Figures.	xii
CHAPTER ONE	1
1.1 Background of the study.....	1
1.2 Statement of the Research Problem.....	2
1.3.1 General Objectives	3
1.3.2 Specific Objectives	4
1.4 General Question	4
1.4.1 Specific research Questions	4
1.5 Significance of the Study.....	4
1.6 Scope of the Study	5
CHAPTER TWO	6
2.0 LITERATURE REVIEW	6
2.1. Introduction	6
2.2. Conceptual Definitions	6
2.2.1. Defining Project Scope Management	6
2.2.2. Scope Change.....	7
2.2.3. Employee Performance Management	7
2.3. Theoretical Literature review	7
2.3.1. The effects of Change in Scope on Employee Performance.....	8
2.3.2. Sources of Employee stress due to Project change in Scope	9
2.3.3. Project change in Scope effects on Employee stress	10
2.3.4. Resistance to change	11
2.3.5. The reduction of stress during Project Change in Scope	12
2.4. Empirical Literature review	13

2.5.	Research Gap	22
2.6.	Conceptual frame work	23
2.6.1.	Independent variables	23
2.6.1.1.	Scope Change	23
2.6.2.	Dependent variable	23
2.7.	Chapter Summary	24
CHAPTER THREE.....		25
3.0	RESEARCH METHODOLOGY	25
3.1.	Research Paradigm (Philosophy).....	25
3.2.	Research design	25
3.2.1.	Area of the Study	25
3.2.2.	Population of the study	26
3.2.3.	Sample and Sampling Techniques	26
3.3.	Procedures for data collection	27
3.3.1.	Types of Data.....	27
3.3.1.1.	Primary Data	27
3.3.1.2.	Secondary Data	27
3.3.1.3.	Questionnaire	27
3.4.	Data processing and analysis	27
3.5.	The Research Instrument	28
3.6.	Measurement of Variables.....	28
3.7.	Reliability and validity of data	29
3.8.	Conclusion	29
CHAPTER FOUR 4.0		
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA		30
4.1.	Introduction	31
4.2.	Data collection.....	31
4.3.	Questionnaire responses from employees	33
4.4.	Questionnaire responses for Project management.....	36
4.5.	Discussion of the findings	37
4.6.	Conclusion	39
CHAPTER FIVE.....		40
5.1.	Introduction	40
5.2.	Findings of the study	40

5.3.	Conclusion	41
5.4.	Recommendations	42
5.5.	The Project Cycle.	42
5.6.	Limitations of the study	44
5.7.	Areas for further Research.....	45
5.8.	Conclusion	45
REFERENCES.....		46
Appendix 1		49
Appendix 2		52
Appendix 3		54
Appendix 4		57

List of Tables

Page

Table 4.1 Percentage of response rate	19
Table 4.2 Show respondents by their positions	19
Table 4.3 Composition of questionnaire respondents divided by gender	20
Table 4.4 Employees felt the change process	23

List of Figures.

Figure 4.1 Show respondents by positions	20
Figure 4.2 Show respondents by positions (Managers and Non Managers)	21
Figure 2.5 Show scope and change control Process	25
Figure 2.6 Show the Conceptual Framework	28
Figure 4.4 Show percentage Distribution on Participation during change	30
Figure 4.5Shows percentage distribution on weather contributions were considered	32
Figure 4.6 Shows bar Graph on the effects of change	36

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Triumphant College is an Institution of Higher learning that offers a variety of programs ranging from Diplomas to Degrees. The Institution is accredited by the Namibian Qualifications authority (NQA).Triumphant College have 120 employees both Academic and Non Academic. The Institution have four branches in the country with its main campus in Windhoek the Institution undertakes a variety of projects such as curriculum development and review and student assessment. In modern organisations an organization cannot operate without implementing change, change management should be managed in a way that will help to motivate Employees to effectively meet the desired goal and objectives of the Organisation.

Change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change as according to (Sonia Babakus sixth edition, 2015:519).Resistance to change can be reduced or eliminated by having those involved to participate in the design of the change process. The objective of the study was to investigate the effects of project change in scope on Employee performance at Triumphant College Namibia.

Literature has pointed out that when Employees are involved in the change process they will be motivated and highly committed to achieve the set goals and objectives. According to Dennis Lock (2017:143) change in Project Scope may demotivate employees and take away the morale which will result in low productivity and this greatly affect their performance.

Empirical studies have shown that Modification to the agreed upon scope (PMBOK, 2000) are considered as inherent in the nature of projects because of their complexity and the inevitable appearance of unforeseen problems (Callan, 2016). The evidence

shows that scope changes have a significant impact on the cost of projects and affects the performance of the project team members.

Previous work have been done to examine the relationship between Change in Project Scope and Employee Performance. Managing change over the past few years has proven very challenging for many organisations. According to Cartwright et al (2016) change produces a small injection of arousal and stress. Research concerning work stress has put forward a strong case on the relationship between the process of change and work stress and hence Employee Performance.

In this connection, committed team Members are motivated and encouraged when they are involved in the change process. Many researchers have revealed that employee the effects of change in project scope affects the performance of Employees in the following ways:

Change in Project Scope Leads to problems in one or two ways:

1. The suggestion is accepted and the project is committed to do things that were not in the plan, which inevitably leads to cost and time overruns resulting in too much pressure on the team members and this may affect their performance.
2. The suggestion is automatically rejected and this has implications on project team morale

1.2 Statement of the Research Problem

Change comes with different dynamics that involves employees to make adjustments. These adjustments may cause an effect on Employee performance. Employees of Triumphant College have been affected by the effects of change in project scope. Triumphant college as an Institution of higher learning is involved in a number of projects and when the scope of these projects changes especially without the involvement of the staff members this have had an impact on Employee performance.

With the ever-increasing acceleration of the rate of change, and no gleam of hope for a future de-escalation, it is vital that organisations learn to adapt to this ever-changing environment in order to survive (Cartwright, Cooper, Travers and Van Maanen

2010:412). This ability to adapt requires a flexible approach, which allows both the employees and organisation to at least match environmental changes.

This study will draw on the relationship between the Project change in Scope and Employee performance. Change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change as according to (Babakus sixth edition, 2015:519). According to (Swanepoel, Erasmus, Van Wyk and Schenk, 2011:145),

Despite a wealth of empirical works on the subject, Change in Project scope affects directly on Employee performance. Modification to the agreed upon scope (PMBOK, 2016) are considered as inherent in the nature of projects because of their complexity and the inevitable appearance of unforeseen problems (Cole, 2016). The evidence shows that scope changes have a significant impact on the cost of projects and affects the performance of Employees. Callan (2015) showed that the later a change occurs in a project the more effect it will have on the project's cost, and also mentioned a possible effect on project schedule and Employee performance. Meyer et al. (2016) used the earned value method in quantifying scope change 'magnitude' for cost adjustments. Albert et al. (2015) showed a correlation between software project duration and effort. However, a thorough investigation of the effect of scope changes on project duration has not yet been conducted.

The literature discussed and used so far has shown that there is a positive relationship between Project change in Scope and Employee performance. Most previous studies have clearly shown that when there is a change in Project scope or change in General it may affect positively or negatively on Employee performance.

1.3 Research Objectives

1.3.1 General Objectives

To Investigate the Effects of Project change in Scope to Employee Performance on a Project at Triumphant College

1.3.2 Specific Objectives

- To determine the Effects of Project change in Scope on Employee Performance at Triumphant College.
- To identify how Project change in Scope affects Employee performance at Triumphant College.

1.4 General Question

These are the statements in questions formed based on the main and specific objectives, this study will be guided by the following questions;

1.4.1 General Research Questions

The main question of the study is what are the Effects of Project Change in Scope on Employee Performance?

1.4.2 Specific research Questions

- What are the Effects of Project change in scope on Employee performance at Triumphant College?
- How does Project change in scope affect Employee performance at Triumphant College?

1.5 Significance of the Study

The study is significant in that it will provide Triumphant College and similar Institutions of Higher learning with useful insight on how to manage effects of Project change in scope on Employee performance. When the effects of change in project scope are managed well, this will likely to result in greater productivity and Employee satisfaction. In addition, scholars will find the information from the research helpful in studies relating to the effects of Project change in scope on Employee performance. The information gathered and recommendation from this research will be used for fur-

ther research in this field of study. This information will assist management in managing Project change in Scope change effectively.

1.6 Scope of the Study

This study seeks to determine the Effects of Project change in Scope on Employee performance at Triumphant College. The background of the study and problem statement was introduced, the aim, objectives and research questions were outlined.

The study was conducted in Windhoek at Triumphant college main campus. The population was 120 and sample was 30 that included the Academic and Non Academic staff members and the Management as well,

1.7 Organization of the Study

This study is organised in five chapters. Chapter one present background of the study, statement of the research, research objective, research questions, significance of the study, scope of the study and organization of the study. Chapter two present conceptual definitions, theoretical and empirical literature review. It also provides the research gap and conceptual frame work. Chapter three covers research paradigm, research design, area of the study, population of the study as well as sample size and sampling techniques. In additional, the chapter presents types of data, method of data collection, data processing and analysis, measurement of variables, reliability and validity and finally ethical issues. Chapter four makes interpretation of data, analysis and discussion of the findings. Finally chapter five present summary of the findings and their implications, conclusion, recommendation, limitation of the study and suggested areas for further studies.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1. Introduction

The previous chapter provided a brief explanation on the research area and its application. The research needs to be further explained in detail with the use and help of reliable literature examination. This chapter undertakes the task of analysing different theories in relation to Project change in Scope and Employee performance to help achieve set Project goals and objectives.

2.2. Conceptual Definitions

2.2.1. Defining Project Scope Management

Project scope management, according to Dennis Lock (2014), constitutes 'the processes to ensure that the project includes all of the work required, and only the work required, to complete the project successfully.' Project scope management has several purposes:

- It defines what work is needed to complete the project objectives
- It determines what is included in the project
- It serves as a guide to determine what work is not needed to complete the project objectives
- It serves as a point of reference for what is not included in the project

The Project Scope defines what work will, and will not, be included in the Project work. A project scope guides the project manager on decisions to add, change or remove the work of the project. Dennis Lock (2014)

2.2.2. Scope Change

Definition of Scope change-Customer directed Alteration that requires a modification in a projects cost or schedule. Dennis Lock (2014).Scope change is an official decision made by the Project Manager and the Client to change a feature, either to expand or reduce its functionality. Generally scope change involves making adjustments to the cost budget, other features or the timeline.

2.2.3. Employee Performance Management

Employee Performance Management is the concept of adjusting the composition, context or direction of an Employee or work group in order to increase the effectiveness of the team or group as measured by

- Organisational benchmarks for Employees or teams
- Comparison with expected progress of outcome of the Employee or teams work

Employee performance management is seen as being between “Soft skills” and” Hard skills” techniques in PMIs, PMBOK or the Prince 2 standard.

2.3. Theoretical Literature review

This study will draw on the relationship between the Project change in Scope and Employee performance. Change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change as according to (Babakus sixth edition, 2015:519). According to (Swanepoel, Erasmus, Van Wyk and Schenk, 2017:145), (Armstrong, 2014:175), (Cole,2012:93) and (Torrington, Laura Hall and Stephen Taylor, 2014:89) resistance to change, can be reduced or eliminated by having those involved to participate in the design of the change process. They have emphasized that people support what they want to create.(Leavitt, 2009:143) quoted by (Swanepoel et al. ,2011:256) came to a similar conclusion when they pointed out that in order to avoid resistance managers should take into account what he termed the social effects of change. With the wide selection of strategies that are available to effect change, managers will often use the most appropriate strategy that suits their needs at that time (Yulk 2010:234).

The Department of Psychology, Rowan College of New Jersey (year?) state that the employees initially feel shock or denial when the organisational change is announced. At this stage most employees will want to know exactly how this change will affect them, their benefits, their work hours, and their family.

According to the Work Stress and Health Conference (2015), at every step in the process of implementation an organisational change, a good Manager will ask him/herself how will he or she will react to the information on change if he or she was in the shoes of the employee and try to tailor responses accordingly. Initial indicators suggest that stress experienced by employee is evidenced by an increase in labour turnover and absenteeism, and by deterioration in the quality of interpersonal relationships between colleagues. Many employees are disillusioned and have sought work elsewhere. Although staff turnover has increased, vacancies are filled through redeployment, or, else the leavers' jobs are lost (Palmer 2017:421)

2.3.1. The effects of Change in Scope on Employee Performance

According to (Navadi. 2009:78) changing mind sets is never easy and the need for adaptation usually induces a high degree of stress, both individual and organisational levels. Even if a simple recipe for facing continuous adaptation does not exist, learning how to manage organisational change processes effectively may serve as a platform to motivate people to create better organisations and to keep individual and organisational stress at acceptable level.

High organisation change is likely to affect organisational performance and competitive advantage of firms. However in individual perspective firms which have more organisational change tend to have larger workforce, staff and employees work very hard, resulting in increased pressure among employees (Schwinger, Lindsay, Zhang, Steele and Harry, 2016:129). During the change, many features of the office work environment are loss such as power, rank and sense of mastery and it can bring about job loss Callan (2014:342). It leads to work environments that have high ambiguity and high conflict because they don't know about the future and don't know when the change is finished. As a result it has higher psychological stress and lower job performance (Babakus 2016:275)

(Schabracq and Cooper, 2015:142 cite a number of other possible costs of workplace stress to organisations. These include low morale, low quality products and services, poor internal communication, increased levels of conflict, bad publicity, and lots of irate and offended customers, high costs with regard to staff replacements as a result of increased turnover, and vacancies that cannot be filled.

2.3.2. Sources of Employee stress due to Project change in Scope

Employee stress is a serious subject according to much research done in the African context, more than one third of workers experience chronic work stress, and this causes business billions of Rands a year in lost hours and medical bills.

While some Employee stress is normal , excessive stress can interfere with your performance and impact your physical and emotional health, and your ability to deal with it can mean the difference between success or failure.

There are however a number of factors which play a role in the creation of work related stress due to Project change in scope. (Cooper, Dewe and O'Driscoll ,2016:207) identified three major categories of determinants of strain: job specific sources, organisational sources, and individual (personal) sources while individual factors play an important role, the focus of this study will be an environmental constraints- "those aspects of the environment that prevent a person or group from coping with demands" (Jones and Fletcher, p.34).

According to (Cartwright and Cooper ,2013:171) these environmental sources of strain may be further differentiated into six primary work related stressors namely: factors intrinsic to the job itself, roles in the organisation, and relationships at work, career development issues, organisational factors such as structure, climate, culture and political environment, and the home work interface. While an exhaustive description of all potential stressors in each of these categories will not be provided, some of the crucial factors explored in the study will be highlighted in order to demonstrate the relationship between environmental constraints and worker experiences of strain. Although the above framework to explore the physical and psychological sources of job related

strain, it must however be noted that people's responses to stressors are part of a dynamic process on a Project.

2.3.3. Project change in Scope effects on Employee stress

With the ever-increasing acceleration of the rate of change, and no gleam of hope for a future de-escalation, it is vital that organisations learn to adapt to this ever-changing environment in order to survive (Schabracq, Cooper, Travers and Van Maanen 2014:412). This ability to adapt requires a flexible approach, which allows both the employees and organisation to at least match environmental changes. This means that employees need to constantly learn new ways of organising, working, training and learning. It also means the acceptance, by both the employees and the organisation, of a new psychological contract (Meyer, 2015:431).

(Schwinger and Davies, 2013:431) provides a simple but effective definition of work change as “any alteration that occurs in the work environment” (p.398). Hostile take-overs, mergers, acquisitions, management buy-outs, outsourcing, organisational restructuring, and engineering are all examples of organisational change. More and more employees today are faced with change, which they never asked for or anticipate. These continual, unasked for changes often give rise to stress reactions in the employees, resulting in a number negative consequences, for both the employees and the organisation (Tosi and Neal 2016:245) (Nahavandi and Malekzadeh, 2014:154). Unless organisations recognise this and implement mechanisms that assist employees in adapting to change, it is safe to say that most change efforts will fail.

An outline of a number of contemporary models of organisational change is given in order to conceptualise the effect of the organisational change on the employee. While the majority of popular models today focus on change from an organisational level, Raj (1998) planned change theory is discussed as an example of a change, which focuses on the individual.

2.3.4. Resistance to change

In the outline of planned change theory (Schein, 2018) states: “the problem of initiating change is especially salient because of the common observation that people resist change even if the goals are apparently highly desirable”, (p.243). In fact, (Gill, 2013) contends that resistance to change is a frequent phenomenon. Resistance to change is made up of a number of employees’ behaviours, which often aim to prevent delay or discredit the implementation of organisational change. (Chriss, 2016:289) classifies the reasons for resistance to change into two categories; cognitive and behavioural reasons, and emotional or effective reasons. Cognitive and behavioural reasons include a lack of with regard to the reasons for the change is needed. This lack of conviction leads to a lack of motivation or incentive to change (Gill, 2013:367).

(Jack and Davies ,2016:142) propose that while employees resist change, as perceived as threatening needs for job security, social interaction, current status, competence, or self-esteem, the main reason for change may be seen as a result of the psychological costs that a company change. The psychological costs arise as a result of strain imposed on people as they try to adjust to change these adaptations to their current working environment are viewed as infractions on the employees’ identity and reality, especially the changes are forced from without (Schabracq et al., 2015:368). In essence, (Schabracq, et al., 2013:498) argue that work stress may be viewed as a response to a loss or lack of control, which is a common factor in any change situation and his argument shows that there is a relationship between Project change in scope and Employee performance.

Fletcher (2016:210) contention that stress is a result of an imbalance between demand and capacity supports the above argument. This contention is extended to include the idea that whenever there is low personal control over the physical, psychological or social environment; stress is perceived by the individual. In other words, change or challenge creates discrepancy, which can bring about negative states of distress when the individual perceives that they have low control in reducing that discrepancy.

According to (Strebel, 2016:241), one of the main reasons why employees resist change is that change brings about an alteration of terms with regard to, “the mutual

obligations and commitments that exist between employees and the company” (p.139). These reciprocal obligations and mutual commitments between employees and organisations are defined by (Strebel, 2015:142) as personal compacts. Personal compacts describe and govern the relationship between the employee and the organisation, and they may be explicit or implied. When organisation’s purpose changes, the terms of these personal compacts are altered, unless managers redefine new terms with the buy-in of employees it is highly likely that employees will resist proposed changes.

2.3.5. The reduction of stress during Project Change in Scope

Before investigating the different ways in which stress may be reduced in an organisational change situation, it is helpful to first understand how individuals manage or control stressors and/or themselves when experiencing stress. According to (Torrington et. Al., 2016:98), individuals apply two functions of coping. The first function is a problem solving one in which the affected individual attempt to change either the environment stressor or their behaviour.

The aim of this coping function is to either remove the stressor, to reduce chances of it occurring again, or to try and reduce the severity of the stressor. The second function of coping involves the management of emotion that occur as a reaction to stress. This function includes four different coping strategies, being information seeking, direct action, restrain action, and psychological coping reactions. These functions are explained by (Torrington et al., 2015:152) is detailed below.

Information seeking refers to the attempt on the part of the individual to discover what the stressors are and what caused them. Reduced uncertainty through into seeking often results in reduced stress. Direct action refers to any action refers to any action taken by individuals experiencing job stressors in order to alleviate such stressors. Examples of such actions may include increase performance, increased use of substances such as alcohol or medication, and seeking alternate employment. The search for and development for social support, whether it will be in the form of colleagues or family and friends may also act as a buffer of the effects of stress.

Psychological coping reactions refer to the subjective emotions and subsequent behaviour that a person perceives of a situation. Examples of psychological coping reactions include psychological withdrawal or the denial of the existence of a problem. Although these defence mechanisms may allow the individual to operate more comfortably in a problematic situation, reality is distorted and adjustment to stress is only probable over the short term.

2.4. Empirical Literature review

The literature discussed and used so far has shown that there is a positive relationship between Project change in Scope and Employee performance. Most previous studies have clearly shown that when there is a change in Project scope or change in General it may affect positively or negatively on Employee performance. This have answered the Hypothesis that “Project change in scope have a direct significant influence on Employee performance”.

Modification to the agreed upon scope (PMBOK, 2016) are considered as inherent in the nature of projects because of their complexity and the inevitable appearance of unforeseen problems (Allen, 2015). The evidence shows that scope changes have a significant impact on the cost of projects and affects the performance of the Employee. Cole (2017) showed that the later a change occurs in a project the more effect it will have on the project’s cost, and also mentioned a possible effect on project schedule and Employee performance. Kauffmann et al. (2014) used the earned value method in quantifying scope change ‘magnitude’ for cost adjustments. Barry et al. (2015) showed a correlation between software project duration and effort. However, a thorough investigation of the effect of scope changes on project duration has not yet been conducted.

Why is there a distinction between scope change and other changes? In general, Project Managers should pay a great deal of attention to managing scope as it can affect the performance of the Employees and this clearly show that there is a relationship between Project change in scope and Employee performance . Allowing the project's scope to change mid-course usually means added costs, greater risks, employee stress and longer duration. Many projects fail due to poor scope management. Very often it

is a large number of small scope changes that do the damage, rather than the big, obvious ones. The successful Project Manager has learned that rigorous scope control is essential to deliver projects on time, on budget and a mechanism put in place to motivate and maintain employee morale. (Dennis Lock, 2016)

The world-class Project Manager would not express this imperative in the same terms. The prime focus for the Project Manager should not be to deliver the agreed scope on time and on budget, but to optimize the benefits that is generated by the project. If that means allowing the scope to change then that scope change is a good thing, not a bad thing. It is wrong to resist all scope change. Where a scope change generates improved benefit, it should be proposed to the project's decision making body, this shows that change in scope can bring positive results from the team members as long as it is made clear the positive and negative impacts of allowing the change. Make sure the impact is fully reflected in the project's definition and performance criteria. (PMBOK, 2016)

Watch out for the use of "scope change" as a defensive behaviour. In many cases, people will discuss scope changes in the context that a scope change is not the project's fault and must therefore be the business's fault. This is particularly important if the work is being performed by a different organisation under contract. (Chris Chapman 2015)

Watch out for the use of "scope change" as an aggressive behaviour. Sub- contractors may intentionally try to expand the size of their contract by establishing scope changes that lead them to do additional work outside the original agreement. Some contractors under-bid the cost of the work to gain the contract, in the belief that they will be able to make their profit out of scope changes at the same time putting pressure on the project team which might then affect their performance. (Jack R Meridith, 2009)

Scope should be clearly defined as part of the project definition. Much of the work at that time is directed at agreeing the optimum definition of the project - both in terms of its deliverables and in terms of how it will operate. This scope definition will form the baseline against which potential changes are assessed and against which the project's performance is measured. (PMBOK 2016)

According to (Neil 2012).In defining how the project will operate, the Project Manager should try to influence those factors that could lead to subsequent scope change. The importance of a sound Project Definition should be emphasized. Make clear the dangers and potential costs of subsequent changes of direction, but, equally, encourage the leadership to allow change where that would be beneficial. In the dynamic world of eBusiness, rapid change is the norm and take note off the impact of change on employee performance. This clearly shows that there is a correlation between Project change in Scope and Employee performance.

All participants should understand that the later in the project that a change is addressed, the greater the likely impact in terms of costs, risks, Employee performance and timescale. It is wise to surface potential changes as early as possible. The change control process should make it easy to do so and should be able to affect the project team members positively. This statement by (Neil, .2012) shows that change in scope directly affects project team performance.

An efficient scope and change control process should be defined. There needs to be a balance between flexibility and control. If the process is too onerous, either valuable changes will be lost or the participants will ignore the rules - leading to uncontrolled scope and configuration. If the process is too easy, then many changes may be applied with insufficient thought given to their merits and consequences. It is common to define various responsibilities and authority levels so that routine changes can be dealt with efficiently but significant changes receive due management attention. Where a proposed change affects the scope of the project it should be seen as a business decision requiring approval from the business owners of the project (e.g. Project Sponsor, senior leadership, Steering Committee). Where scope is not affected, it may be agreed that the Project Manager has the power to approve the change within certain authority limits. In some projects, Change Control Boards are defined and convened to consider and approve change requests on a regular basis, say every two to four weeks. Different panels might be appropriate for handling different types of change request. For example, a technical panel might look at technology issues, departmental leaders might look at the business processes, and the HR managers might examine organizational issues focusing on Employee performance ant this shows that there is a direct impact of pro-

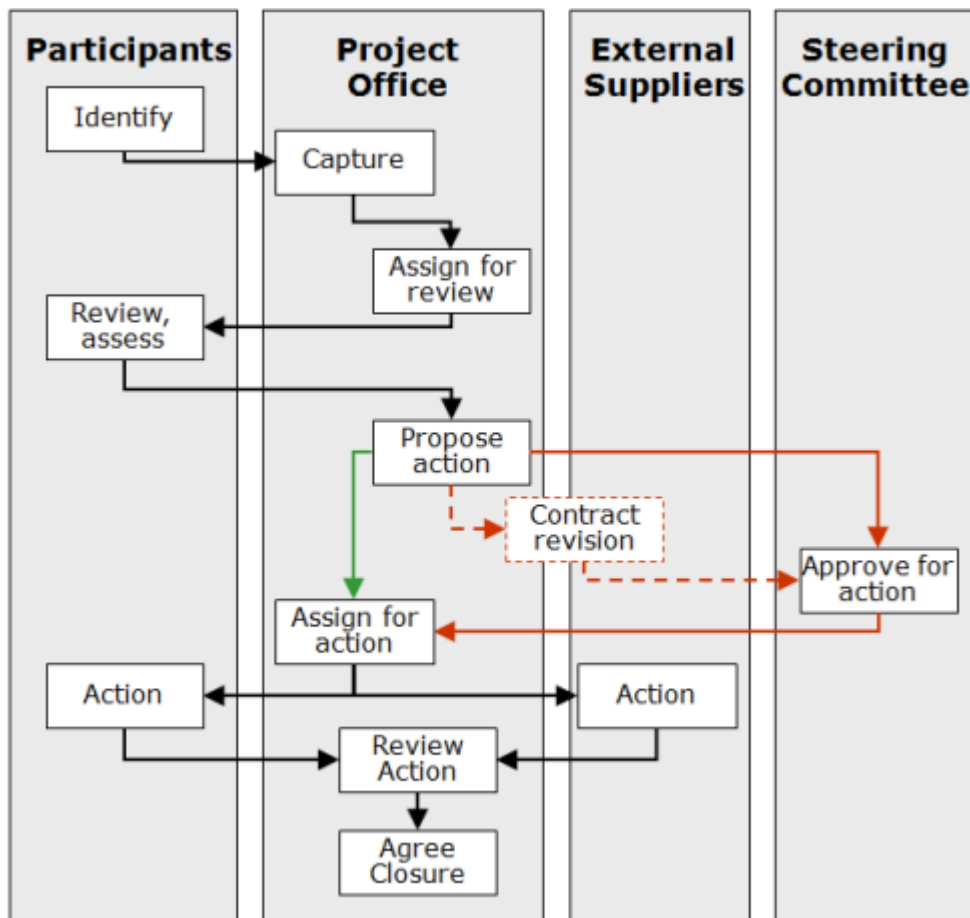
ject change in scope to employee performance. Above a certain level of impact, the request would normally be referred to the overall Steering Committee. (Meridith, 2014)

The basis for decision for Change Requests should be agreed as part of the Project Definition work. It should define how the Project Manager is allowed to exercise the power to approve minor changes, and should provide guidance for the decisions of the Change Control Board(s) and Steering Committee and a discussion on its impact on employee performance. Particular considerations occur where the change impacts the relationship with an external subcontractor. Each time the work content increases the contractor might reasonably demand further time, resources and fees. If the change is due to the contractor's own fault, then, arguably, there should be no allowance made. (PMBOK, 2016)

The Change Control process will involve a combination of procedures, responsibilities and systems change control process shows that there is a positive correlation between change in Project scope on Employee performance (PMBOOK, 2016. The key to success is to have a well-controlled but efficient process. Define and agree:

- on what basis changes should be approved,
- who does what,
- the membership of the Change Control Board(s),
- The detailed procedures and forms.
- protocols for levels of authority, for example what types of change can be approved without reference to the project's business owners,
- linkage to other management procedures for example the issue of management process and configuration management
- How to communicate and promote the process and its importance to all participants.

Fig 2.5 Example Scope and Change Control Process



Source: Chris chapman, 2016

Any participant or other concerned party may raise Change Requests. The Project Office team and Project Manager will ensure they are captured and proactively manage them to conclusion, this clearly shows the relationship between the two variables change in scope and its effects on employee performance, the Project team is actively involved in the change process and discussion on how the change will affect employee performance will be tabled and strategies put in place to boost project team morale during and after the change.

An initial review should be made to examine the need for the change, how it could be achieved and what the consequences would be especially on the project team motivation and hence its effect on project team performance.(PMBOK,2016) The most appropriate member of the Project Team would normally perform this review. Based on those conclusions, the recommended action would be proposed.

In this example, there are three possible courses for the approval of the change:

- Minor changes within scope can be approved by the Project Manager.
- Any change affecting an external sub-contractor would need to be reviewed with that contractor who would agree any necessary contract revisions or payments.
- Changes of scope and contract revisions would require the approval of the Steering Committee (or it might have been a Change Control Board).

In making the decision, the Project Manager, Change Control Board or Steering Committee would be guided by the pre-established principles for making change decisions. This will include discussion on the impact of the change on Project team performance, enhance showing the positive relation between the two variables thus, change in scope and Employee performance.

After the action is agreed the work is assigned for action by the Project Team and/or the external sub-contractor. When complete, the action would be reviewed and the Change Request closed. It is possible that the agreed action could have more than one stage. For example, it might be better to introduce a temporary solution so that the overall benefit from the project can be delivered, and then build a permanent solution after the system is live. (Dennis Lock, 2013)

Not all changes follow the approved process. Often team members will be persuaded to make a change without using the approved procedure where it seems necessary but minor. Although this can seem practical to those concerned, it represents a risk to the project. The Project Manager and Project Office team should be alert for uncontrolled changes. Where necessary, changes should be painlessly re-directed into the correct procedure. This statement by Chris Chapman, (2015) shows directly the relationship between the two variables under discussion. The Change Control process will run continuously during the project, and potentially beyond that into live running. The Project Office team and the Project Manager will administer and control the process.

In the Change Request there is more attention to the exact nature of the changes, whether they are scope changes, where they lie in the project lifecycle, which specific document or deliverable references need attention. (PMBOK, 2016)

Specific attention is paid to the cost and implications, identifying where work will be required and what its impact will be in terms of cost, risk, employee performance and timescale. In particular, a benefit case will be prepared to summarize why the change should be made and its impact on project aspects such as team performance. The Project Manager, Change Control Board or Steering Committee will use this Benefit Case in making a decision, in line with the pre-established guiding principles. (Chris Chapman, 2012).

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The status of the Change Request and its approval level should be tracked. In addition to the database of Change Requests, there would be logs and various management reports to allow the project leadership to track and control the changes. The Technical and administrative tracking of the actual changes would normally be made using the configuration management process.

The Change Control process continues throughout the project, so no specific action is necessarily required at the end of each phase. Nevertheless, phase end is a good time to review the status of Change Requests, ensuring requests have been actioned in a timely fashion within the phase, and, in particular, allowing for their impact in the detailed planning for the following phase (Meredith, 2015). This will include the impact of change on team performance showing clearly the relationship between change in scope on Employee performance.

Some Change Requests may have been deferred for processing after the project is complete. This can be an easier option than disrupting the interrelated development and testing during the initial project. It might also be non-beneficial to delay the entire project to accommodate a change that could wait until benefit from the main functionality has been generated. At the end of the project, it is important that any outstanding actions are reviewed and the appropriate procedure is initiated to get them addressed. (It is easy to forget those promises after the project has finished.)

The Project Office should ensure all changes have been properly finalized. All Change Requests should either have been completed or passed onwards for subsequent processing. The permanent documentation and other deliverables for example training should have been updated to reflect the changes. (PMBOK, 2016)

Change Requests may often reflect lessons to be learned for future projects. It is always worthwhile reviewing what can be learned and submitting any new knowledge or wisdom into the various knowledge repositories. Note, in particular, any situations where existing approaches or sample plans should be updated.

Lyneis & Ford (2013, 158), in their paper documenting the evolution of the use of systems thinking in project management, note projects modeled using a system dynamics modelling techniques can be classified into four groups:

1. Project features,
2. Rework cycle,
3. Project control, and
4. Ripple and knock-on effects.

Current systems thinking uses all four of these groups, along with controlling feedback loops.

Change is one of the few constants within a project that a project manager can be confident will take place. According to AACE International, (2012), a change is defined as an alteration or variation to a scope of work and/or the schedule for completing the work (AACEI 2012, 15). On most construction projects, in addition to the reworking of the original scope, other changes invariably take place. Changes, which are singularly or collectively administratively documented in the form of change orders, occur for many reasons on construction projects. On the surface, each change to a construction contract is unique when compared to all other changes on the same project.

However, most all changes share some common characteristics and can be classified in common categories. In construction, primarily on design bid-build projects, the causes of changes have been classified into five categories. According to two US federal government studies (National Research Council 2012), one by the US Army Corps of Engineers and the other by the US Navy, the categories into which the prima-

ry causes for changes fall are: design deficiencies criteria changes unforeseen conditions, including differing site conditions changes in scope directed by the owner other categories.

Issues resulting in rework, such as the requirement for overtime or other means of acceleration to help ensure the project meets contractual or other deadlines, are causal to other impacts in the change process. According to Horner and Talhouni (2013), accelerating productivity in construction can lead to labor productivity that is negatively affected by overtime, causing problems such as fatigue, reduced safety, increased absenteeism, and low morale.

The timing of any changes is crucial with respect to the actual execution of the work. If new work or a change to the previous scope is introduced by the customer prior to its start, the impact is likely to be less to the contractor than if the change occurs in the midst of work already underway or completed, so that significant rework is required. Accepting that change is inevitable on construction projects (Albert 2013), and could occur at any point from the beginning to the end of the project, it is likely that the impacts from early changes will be easier to recover from than those later in the project (Albert 2013, 122). Therefore, it is important to evaluate changes to a task that might occur before the work on that task is started.

Depending on the category of change, we argue that the impact to the project outcome will vary depending on when during the life of the project the changes are introduced. For instance, errors or omissions in the project design discovered prior to the start of work may not directly or immediately affect construction productivity, but may create unforeseen circumstances of delays or productivity disruptions that will impact work planned to start later in the project. This is an important causal aspect of a phenomena known as cumulative impact or cumulative effect. By applying systems thinking to the problem of unforeseen change by understanding which categories of changes, or combination of change categories are most likely to be active, and estimating the scope of rework required were those changes to occur at various times during the project, systems thinking may lead the construction industry towards realizing how to prevent or mitigate delay and disruption impacts by anticipating when and where they are most likely to occur.

All the discussion above clearly shows that there is a strong positive relationship between the two variables-Project change in Scope and Employee performance. The literature and debate have shown that indeed when there is a change in Project scope it directly affect the performance of the project team.

2.5. Research Gap

The above empirical literature have shown that much research has focused on the impact of change in project scope on Project finances (PMBOK, 2016).Most project managers are more worried about the impact of change in scope on project finance that is project budget but do not worry or give emphasis on how Change in project scope impact on Employee performance.

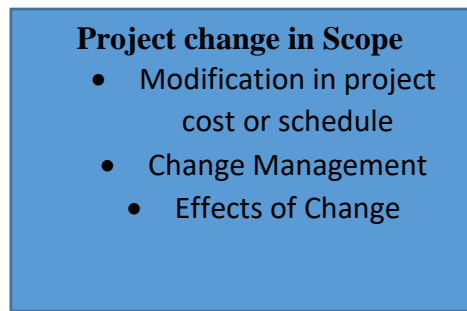
Most researchers focused on the impact of Change in Project scope on Project costs and finances. Modification to the agreed upon scope (PMBOK, 2016) are considered as inherent in the nature of projects because of their complexity and the inevitable appearance of unforeseen problems (Allen, 2000). The evidence shows that scope changes have a significant impact on the cost of projects. Limited research focused on the impact of change in scope to Employee performance.

Kauffmann et al. (2012) used the earned value method in quantifying scope change ‘magnitude’ for cost adjustments. Callen et al. (2012) showed a correlation between software project duration and effort. However, a thorough investigation of the effect of scope changes on project duration has not yet been conducted.

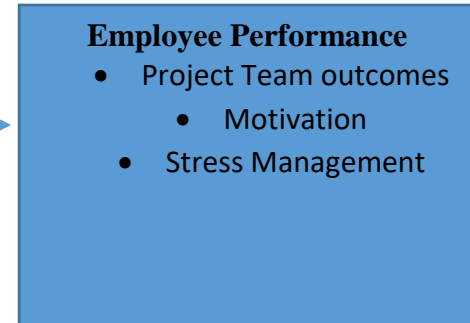
Most studies left a gap in monitoring the effects of change in scope on the Human relations and personnel aspects of the Employee such as Employee motivation, Employee performance and the need for training after change in scope. These are important areas that require a deep analysis in order for project to be successful and project goals to be achieved the employee aspect plays a major role.

2.6. Conceptual frame work

Independent Variable



Dependent Variable



2.6.1. Independent variables

2.6.1.1. Scope Change

Definition of Scope change-Customer directed Alteration that requires a modification in a projects cost or schedule. Dennis Lock (2015).Scope change is an official decision made by the Project Manager and the Client to change a feature, either to expand or reduce its functionality. Generally scope change involves making adjustments to the cost budget, other features or the timeline.

2.6.2. Dependent variable

Employee Performance Management is the concept of adjusting the composition, context or direction of an Employee or work group in order to increase the effectiveness of the Employee or group as measured by

- Organisational benchmarks for Employees or teams
- Comparison with expected progress of outcome of the Employee or teams work

Employee performance management is seen as being between “Soft skills” and” Hard skills” techniques in PMIs PMBOK or the Prince 2 standard.

2.7. Chapter Summary

There can be no doubt from the research literature covered in this chapter that Project Change in Scope affects Employee Performance in different ways such as increasing levels of stress for Employees due to the Project Change in Scope. Given the negative effects on both the Employees and the Project Success itself due to Project change in scope effects on Employee Performance, Project change in Scope appears to be a daunting task for all involved. On the positive side however, research literature in this chapter has indicated not all forms of Project Change in Scope are experienced as affecting negatively on Employee Performance. More importantly through, this literature argues that a number of interventions may be applied in Project Change in Scope and its effects on Employee Performance in order to lessen the levels of stress experienced by affected team members. Essentially, these interventions are focussed on enabling the individual be better cope with Project Change in scope. Chapter three discusses the research methodology used in the study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1. Research Paradigm (Philosophy)

In this chapter the method to be used to collect and analyse data is discussed. It also describes the target population, the sampling procedures and the sample, the type of research instruments used and the procedure for analysis. The research is defined by (Yulk, 2012:67) as the philosophy that guides a study. The researcher used qualitative design during this study.

3.2. Research design

Research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby ensuring you will effectively address the research problem, and it constitutes the blue print for the collection, measurement and analysis of data.

The design of a study defines the study type whether descriptive, correlational, semi experimental, experimental, review, meta- analytic and subtype for example descriptive-Longitudinal case study, research question, hypothesis in depended and depended variables. The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and a logical way, herby ensuring you were effectively addressing the research problem, and it constitutes the blue print for the collection, measurement and analysis of data (Navadi 2013).Explanatory research was designed was used in this study to investigate the effects of change in Project scope on Employee performance at Triumphant college.

3.2.1. Area of the Study

The study was conducted at Triumphant college Windhoek Main office as it was convenient for the researcher to collect data, and help to achieve high response rate of the Questionnaires.

3.2.2. Population of the study

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually varying characteristics and it is also known as the theoretical population Raj (2012) also stated that the target population for a survey is the entire set of units for which the survey data are to be used to make inferences. A total of one hundred and twenty (120) employees from both the Academic and Non Academic staff formed the entire population for this study, from which a sample size of thirty (30) employees were selected as a sample for this study.

3.2.3. Sample and Sampling Techniques

Sampling is the process of selecting units for example people and organizations from a population that is of your interest so that by studying the sample one may fairly generalize our results back to the population from which they were chosen. This study used stratified weighted sampling. Dooley (2015) shows that this method of sampling divides the population into different groups called strata so that each element will belong to one stratum. Then an attempt is made to pick up proportionate numbers of what they tell from each stratum where the weight is in proportion to the size of the stratum in relation to the whole population. According to Raj (2010), this is a method in which in the first instance the whole population that is to be studied is divided into different groups (departments). A total of thirty (30) employees from both the Academic and Non Academic staff were selected for this study as a sample size.

There are five types of sampling: Random, Systematic, Convenience, Cluster, and Stratified. Random sampling is analogous to putting everyone's name into a hat and drawing out several names. Each element in the population has an equal chance of occurring

Raj (2011) stated that Stratified random sampling gives more precise information than simple random sampling for a given sample size and that is the most appropriate sampling method ideal for this study. Meaning that if information on all members of the

population is available that divides them into strata that seem relevant, stratified sampling were usually used.

3.3. Procedures for data collection

The procedures for Data collection explains the guidelines to be used during data collection, processing and analysis of data from the selected population (Samkange, 2012).

3.3.1. Types of Data

For this research two types and data were used and that is Primary data and secondary data. Although much of the research was based on Primary research.

3.3.1.1. Primary Data

Primary data is information that you collect specifically for the purpose of you research project. Questionnaires were used to collect raw data from the respondents.

3.3.1.2. Secondary Data

Refers to data that was collected by someone other than the user. For this study secondary data was collected from on line books, articles and reports.

3.3.1.3. Questionnaire

Questionnaire is a set of printed or written questions with a choice of answers, devised for the purpose of a survey or statistical study. A questionnaire was ideal for this study because it covers a large sample size at a low cost. The Questionnaire was divided into two parts. The first part was based on the personal information of the respondent and the second part was based on the subject matter.

3.4. Data processing and analysis

Tables and graphs were used to help with the presentation of data. Basic Microsoft excel was used to help with the computation of the collected data. Descriptive statistics was used to help with the interpretation and to help with the presentation of data through charts and graphs. The data that is gathered can be of very little use if the in-

formation is not analysed and meanings deduced from it. The findings or the response obtained from Triumphant College employees has provided all necessary information to be used for the analysis of data. Data analysis has also included the explanation of the data that would have been gathered through the use of the questionnaires and the interviews. The explanation has been done through descriptive statistics through the use of information tables, graphs, bar charts and pie-charts. The primary independent variables for this study are the quality work portrayed and the gender of the people from different departments.

3.5. The Research Instrument

Research instrument are tools that can be used for data collection. Data collection tools include: Questionnaire, Interview, Observation and Reading. Essentially the researcher must ensure that the instrument chosen is valid and reliable. The validity and reliability of any research project depends to a large extent on the appropriateness of the instruments. The Questionnaire was the research instrument used during this research. A questionnaire is a technique of data collection in which each person is asked to respond to the same set of questions in a pre-determined order. It included both structured interviews and telephone questionnaires as well as those in which the questions are answered without the interviewer being Present and this was effectively used for the outside branches of Triumphant College.

The questionnaire was used because it is a cheaper method to gather data in a convenient manner and responds can complete the questionnaire at their own time and that the questionnaire allows for ethical issues such as the right to privacy to be considered.

3.6. Measurement of Variables

The Main variables of the study are Change in Project Scope and Employee Performance.

3.7. Reliability and validity of data

Reducing the possibility of getting the wrong answer means attention has to be paid to two particular emphases on research design: validity and reliability. Reliability can be assessed by posing the following three questions (Easterby-Smith et al., 2013):

- Did the measures yield the same results on other occasions?
- Were similar observations reached by other observers?
- Was there transparency in how sense was made from the raw data?

Robson (2014) asserts that there may be four threats to reliability. The first one being the participant error, participant bias, observer error and observer bias.

Validity is concerned with whether the findings are really about what they appear to be about. Validity is measured in degrees, it is based on the notion that an instrument used to measure what it is supposed to measure and performs according to what it is designed to measure.

The questionnaire was administered to the front office personnel as a pilot study. The pilot study showed that some questions needed to be rephrased to make sure that they are well understood. Adjustments were made to the first set of questions to reduce possible errors in responses. The pilot study showed that the questionnaire could be the best possible instrument to get the required data.

3.8. Conclusion

Research methodology, research instrument distribution and the collection of data methods used formed the fundamental bases of this chapter. Discussed in this chapter were the ethical issues and methods to eliminate bias.

Chapter 4 was based on the results, focus on descriptive data used and the research outline.

CHAPTER FOUR

4.0 PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1. Introduction

This chapter presents the findings and analyse them to come up with possible solutions. The various questions of the study are discussed in their order to reflect the feelings of the respondents.

4.2. Data collection

The total number of questionnaires that was sent out to the respondents was 30 and the researcher managed to receive 28 of them back. Hence the total response for both management and non-management staff was 93%, the remaining 7% of the respondents did not manage to return the questionnaires either because they did not complete them in time, lost them or simply chose not to answer them. Table 4.1 shows the number of questionnaires sent out and those received by the researcher.

Table 4.1 Percentage of response rate

No of distributed questionnaires	No of received questionnaires	% of the respondent rate
30	28	93%

Source: researcher's own construct (2017)

Table 4.2 Show respondents by their positions

Position	Number of respondents	Percentage of respondents %
Manager(s)	8	29%
Employee(s)	20	71%

Source: researcher's own construct (2017)

On this table, the researcher ignored the 7% respondents who did not turn up. From the remaining 28 respondents, the total accumulated percentage used became 100%. On occupation, the total number of Managers happened to be 8. The managers consti-

tuted 29% of the sample size. The larger part happened to be the employees, who took the percentage of 71%.

Figure 4.3 Shows respondents by their positions.

Managers	29%
Employees	71%

Source: Field Data (2017)

The dominance of employee respondents reflects that there are more employees presented by a percentage of 71% as compared to managers with 29% because of the fact that Triumphant College has two Campuses one in the CBD and another one outside the CBD two groups of Employees exist Academic staff and Non Academic staff. The percentage of the employees by their position is the same with the percentage of the employees by their gender where the female have got a percentage of 29% whereas the male dominated with a 71% as shown in table 4.4 below.

Table 4.4 Composition of questionnaire respondents divided by gender

	Male	Female	Total
Non managers	14	6	20
Managers	6	2	8
Total	20	8	28
Mean	13.3	5.3	18.7
Mode	N/A	N/A	N/A
Median	14	6	20

Source: Researcher's own construct (2017)

Figure 4.5 Show respondents by positions (managers & non managers)

Managers	4
Non-Managers	14

Source: Field Data (2017)

4.3. Questionnaire responses from employees

Question 1: How do you rate your participation as an Employee member during change in scope? Using the scale below:

Very poor 1	Poor 2	Average 3	Good 4	Excellent 5
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Source: Researcher's own Construct (2017)

Figure 4.6 Percentage Bar Graph on Employee Participation during Change

Participants	Agree	Dis-Agree
	30%	70%

Source: Field Data (2017)

A larger percentage of the respondents rate their participation as average presented by 70% of the targeted population where as 30% of it reflect their participation as poor. The majority of the respondents reflected that they participated during change as their functional areas were affected by the change programme, the minority were also affected their areas where they specialise in so overall there was employee participation at Triumphant College.

Question 2: Do you have open channels of communication where you are provided the opportunity to make some contributions?

Figure 4.7 Percentage Bar Graph on if open Channels of communication were made available.

Participants	Agree	Dis-Agree
	90%	10%

Source: Researcher's own construct (2017)

A percentage of 90% represented the employees who said there are open communications of communication within Triumphant College whilst 10% of them did not agree with that there were open channels of communication maybe because they were in the lowest levels in the organisation. The channels of communication that were stated by the respondents include workers committees, union representatives, meetings, discussions, notices and memos.(Neil,2011:213) defined communication as the means and methods used to convey messages from one individual or group to another individual or group.

Question 3: Do you think your contributions were taken seriously?

Figure 4.8 Percentage Bar graph based on if Contributions were taken seriously

Participants	Agree	Dis-Agree
	60%	40%

Source: Researcher's own Construct (2017)

60% of the employees agreed that their contributions were taken seriously by their management but when it comes to the decision making and determining what is to be implemented or not there will be less involvement of the employees. (Armstrong, 2012:119) Discussed the importance of team involvement in decision making as an important element in effecting change management. The remaining 40% had a feeling that their contributions were not taking into considerations maybe because most of what the Employees decided they desire was not fulfilled as per request. At the other hand the employees would not anticipate the outcomes of what they would have suggested that they desire which means that they might not be aware of the negative effects of what they desire that is why sometimes they will have a feeling that their contributions are not taken into consideration.

Question 4: How were you affected by any of the change in Project Scope?

Figure 4.10 Percentage bar Graph on the effects of change on Employees.

Participants	Agree	Dis-Agree	Neutral
	60%	25%	15%

Source: Researcher's own construct (2017)

Mean	33.3%
Mode	N/A
Median	25%

Source: Researcher's own construct (2017)

There were three major ways in which the Employees were affected in the way they used to do their tasks; the one with the largest percentage of 60% was new roles/tasks this means that the change brought about new roles/tasks in their routine way of doing them, the second factor was reporting to new channels which had a percentage of 25% which means that some staff were moved horizontally, vertically, up and down the hierarchy. The other way was that some new technology was introduced to be more effective and reduce time send during work processes and to improve quality and keep standards up which had 15% rate.

Question 7: Did you at any time feel that you are/were affected by change?

Table 4.5 Team Members felt about the change processes

	Number of employees	Percentage rate
Under loaded	-	-
Overworked	4	20%
Threatened	6	30%
Fear of uncertainty	10	50%
Mean	6.7	
Mode	N/A	
Median	6	

Source: Researcher's own construct (2017)

Almost half (50%) of the Employees had fear of uncertainty as there was a sense of insecurity from the recent changes whilst 30% was threatened and 20% felt that they were being overworked than before because of the changes.

Question 8: How did the factors in table 4.5 affect your performance / productivity?

Those who were overloaded were affected in such a way that they could not do much of their work as compared with before which reflects that their performance was re-

duced and productivity was less as work targets were not met. Work overload is defined by (Sonia Bendix, 2015:145) as giving an employee too much tasks and job roles more than one can effectively fulfil was is required of him or her. For those of the employees who were Threatened and fear of uncertainty were suffering from high stress levels especially those with high blood pressure were also affected health wise.

Question 9: How do you manage factors mentioned above?

Job description were adjusted to cope with the change and systems were put in place to simplify work. Counselling for those Employees who had fear of the unknown was offered, employees were informed of the importance of the new change ant the advantages of the change. A job description is defined as a list that a person might use for general tasks, or functions and responsibility of a person (Neil, 2014:134)

Question 10: What Proposals would you make to management on Project Change in scope to reduce Employee stress?

Whenever change is effected the employees are the ones that ones who are always affected by it hence forth they came up with some recommendations they think that they will be an alternative of better management of change processes which includes; making use of change agents, providing supporting programs during change processes, give employees autonomy and time, practice other participation and involvement techniques, give feedback to employees during change processes and clear and open channels of communication. The employee hope that if some of the recommendations will be put in practice they will make a difference as compared to the way change process is managed in Triumphant College.

4.4. Questionnaire responses for Project management

The channels of communication used stated previous by the employees are the same with the once the management mentioned (Workers committees, union representatives, meetings, discussions, notices & memos) when communicating change to the employees. The employees' performance as rated by management shows that 75% of the employees were rated as poor in their performance as there was deterioration in the way they used to perform and 25% was rated as average as compared with before. A percentage of 62.5% of the employees was rated as very high on their resistance to

change where as 37.5% was rated as high which means that the employees openly opposes the change that was effected on them.

The management used three main measures to convince the employees the need for change, the first measure was to use awareness programs which had a 50% share from the other measures, secondly discussions were also used which had a 25% share and finally another 25% was consumed through meetings with the employees. The negative reactions observed from the employees disliked work, absenteeism, dissatisfaction, exhaustion and mental illnesses which also contributed to employee work stress. The management uses several methods to manage change in Project Scope on Employee Performance at Triumphant College which includes offer training, offering sports (tennis, golf, soccer, basketball), have time off, and give employees autonomy to work on their own pace.

Table 4.6 Questionnaire responses analysis ratings

Response	Poor	Average	Good
Change in performance as a result of project change	75%	25%	-
Resistance to change	-	37.5%	62.5%
Management awareness programs to change	25%	25%	50%

Source: Researcher's own construct (2017)

4.5. Discussion of the findings

Change does not happen overnight, in the outline of planned change theory (Schein, 1998) states: “the problem of initiating change is especially salient because of the common observation that people resist change even if the goals are apparently highly desirable”, (p.243). In fact, (Gill, 2003) contends that resistance to change is a frequent phenomenon. This makes it similar to the finding that the researcher found on the resistance to change. Some people would just stand as a stumbling block because of the fear of unknown. Because the nature of change requires people to move from unknown to the unknown. It has shown that employees are comfortable to go through the

routine they are familiar with, despite reasonable goals that comes through change. This answers the first research question on the effects of project change in scope on project team performance at Triumphant College.

With the ever-increasing acceleration of the rate of change, and no gleam of hope for a future de-escalation, it is vital that organisations learn to adapt to this ever-changing environment in order to survive (Schabracq, Cooper, Travers and Van Maanen 2010:412). Findings shows that few years back the technology was not yet at the point where it is this day. Some ways of doing things are at a verge of becoming obsolete. They used to work but as things are, they cannot be practiced. The practicality of the new ways of doing thing has shown that the management and employees need to totally shift from old ways of doing things to a new way of doing the same task.

Even though the management has an emphasis of change, it is possible that the agreed action could have more than one stage. For example, it might be better to introduce a temporary solution so that the overall benefit from the project can be delivered, and then build a permanent solution after the system is live. (Dennis Lock, 2016). This could be the stage of identifying the need to change, unfreezing, implementing change, and finally refreezing. As the finding shows, there is a great need of motivation from the management to accomplish the change. This answers the second research question on how does Project change in scope affect Employee performance at Triumphant College.

Not all changes follow the approved process as finding showed. Often team members will be persuaded to make a change without using the approved procedure where it seems necessary but minor. Although this can seem practical to those concerned, it represents a risk to the project. The Project Manager and Project Office team should be alert for uncontrolled changes. Where necessary, changes should be painlessly re-directed into the correct procedure. The findings interact with this statement by Chris Chapman, (2008) shows directly the relationship between the two variables under discussion. The Change Control process will run continuously during the project, and potentially beyond that into live running. The Project Office team and the Project Manager will administer and control the process.

4.6. Conclusion

This chapter constituted of an introduction, findings from the study including findings from the literature review that was used during the interpretation of the findings. Included in chapter four are statements of results and survey findings.

Chapter five will include an introduction, the findings from the study and the findings from the literature review. Recommendations were made to the management of the organization as well as recommendations for the research.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter provides the interpretations and discussions of the summarised results presented in Chapter 4 for each of the research objectives. At the same time, it will set the basis for the conclusion and recommendations, ensuring that the findings answer the research questions and that the research objectives are realised.

5.2. Findings of the study

The total respondents' rate of the study was 93% all in all and the remaining 7% did not manage to fill in and return the questionnaires for unknown reasons. Amongst the two groups of respondents the management was presents by 29% whist the majority was for the non-management staff or employees with 71%. The percentage rate of the employees when they are grouped by gender shows that the females has 29% and the 71% was for the males as the Triumphant College is located in the industrial site most of the women will work in the administration.

The study revealed that a majority percentage of 70% of the employees rated their performance as average whilst 30% of them rated themselves as poor after change process was put into effect by management. A percentage of 90% of employees reflected that there were open channel of communication in the Triumphant College but the remaining 10% of them disagreed with that idea. 60% of the employees reflected that their contributions were taken serious by management whilst 40% of them showed that their contributions were not recognised when the management would be implementing change processes.

The three major ways in which employees were affected were by new roles/tasks (60%), new reporting channels (25%) and new technology (15%), after the change processes were implemented employees had mixed feeling which includes feeling overworked with a percentage of 20%, threatened with a percentage of 30% and fear of uncertainty which was presented by 50% which was half of the targeted population.

Those who were overloaded were affected in such a way that they could not do much of their work as compared with before which reflects that their performance was reduced and productivity was less as work targets were not met. For those of the employees who were Threatened and fear of uncertainty were suffering from high stress levels especially those with high blood pressure were also affected health wise.

The management used three main measures to convince the employees the need for change, the first measure was to use awareness programs which had a 50% share from the other measures, secondly discussions were also used which had a 25% share and finally another 25% was consumed through meetings with the employees. The negative reactions observed from the employees disliked work, absenteeism, dissatisfaction, exhaustion and mental illnesses which also contributed to employee work stress. The management uses several methods to manage stress in Triumphant College which includes offer training, offering sports (tennis, golf, soccer, basketball), have time off, and give employees autonomy to work on their own pace. The findings answered the two research questions set for this study.

5.3. Conclusion

Responsibility for managing Project Change in Scope is with management and executives of the Project, they must manage change in a way that employees can cope with. With the given findings the research has revealed how individuals vary in their capacity to endure stressful situations during change. Sources of work stress during change will vary from worker to worker, providing a solution for one worker may create stress for another worker making change management a very difficult thing for management. A partial solution to this problem (Lazarus 2011) may involve intervening with groups of workers that are formed based on person – environment relationships which contribute to the generation or reduction to work stress. The study showed how managers need to have the responsibility to facilitate and enable change. Implication in this research was that management need help employees to understand from an objective point of view with reasons, aims, and ways of responding positively without being affected by work stress.

The researcher proved that the change process has a link with Employee Performance since change is normally associated with increased absenteeism, tardiness and reduced

performance/productivity. Results also show that both management and employees seemed not to have any intentions to engage each other as employees piled the blame on management while management on the other hand tried to justify their acts. Therefore the researcher may finally conclude by stating that a combination of change management and Employee Engagement would be the most useful approach for preventing poor Employee performance as a result of Change in project scope.

5.4. Recommendations

Since change in the world we live in today has become an ongoing process in organisations, the researcher recommends the following measures to be adopted by the Triumphant College management so as to bring a different dimension to the way change is managed and their coping strategies:

- The management should offer clear and open channels of communication so that employees will be able to approach any management member when facing difficulties at work
- The management should also give feedback during change process to enable employees to have a positive approach to change process unlike in the current or previous
- Practice other participation and involvement techniques such as suggestion boxes and questionnaires which will also help management to identify problem faced by employees that may be linked to their performance.
- Employees should be given autonomy and time so that they can set their own pace on how to achieve the organisational goals
- The management should also provide supporting programs during change so as to reduce stress level within employees whilst they will be trying to cope with new roles/tasks and thereby enhance Employee performance.
- The management should also make use of change agents to reduce employee resistance to change and better techniques of managing change.

5.5. The Project Cycle.

The use of a project cycle can be the most powerful tool to solve much of the problems faced with the Triumphant College.

Figure 5.1 The project cycle



For the institution to realise its goals when changes matters, team have to be included in the whole process of change. For the organisation to reach its goals, there should be an equivalence in managing resources, team, and time. If the performance of the team is low, much time is required to finish a project. Then the greater the time consumed to carry-out a task, the more income the project consumes. The consumption of funds in time should be proportional to the work done. Now if the work done is less than the expense, the organisation has experienced a loss.

The time lapse can make the organisation to pay for the unprepared expenses. All caused by the lack of motivation, stress and related factors that are caused with change in scope of the project within the team. The Employees needs motivation that comes

through various ways, to overcome stress and demotivation that comes through changes.

Currently all employees at Triumphant College are on salaries. The ideal project can have people on wages. The better part of wages is that the employed workforce works on target to beat the time lapse. On salary the workforce does not have the liability. So in some instances the motivation part of it is the security they have as the written agreement between the company and the employee.

Through this findings it led to an investigation of the effects of project change in scope on Employee performance on a project at Triumphant College.

5.6. Limitations of the study

The study unearthed a lot of positive insight on how to manage change on a Project, however the study only focused on Triumphant college Windhoek Branch which is the main office and failed to include other employees from the Institutions three outside branches. As a result this reduced the sample size which might not really represent the entire population of Triumphant College Employees who are involved in Project Management. Some staff members were not very comfortable to express themselves, especially those who are new to the Institution as they are yet to settle within the institution.

A significant limitation in this research was the delay in getting the Questionnaires back especially from the Non Academic staff, which gave a delay in data analysis of the results and gave an indication that the Non Academic staff feels that it's only the Academic staff members that should have been involved in the research as they are responsible for the core business of the Institution as it is an Institution of Higher learning.

The other limitation was the size of the sample, the Institution have more academic staff than the Non Academic staff, most of the respondents were from the Academic staff that formed the majority of the Sample.

5.7. Areas for further Research

Recommendations for future research include:

- Investigation on the Effects of Project Change in Scope on productivity and efficiency
- Investigation on the effects of Project change in Scope on Employee motivation.
- Investigation on the effects of organisational Change management on Customer satisfaction

5.8. Conclusion

The main aim of the study was to determine the relationship between the effects of Project change in Scope on Employee Performance at Triumphant College. The objectives of the study were to make recommendations to Triumphant College regarding managing Employee Performance during Project Change in Scope. The study provided valuable information that can be used by Triumphant College on best methods to manage the organisational change in a manner that enhance Employee performance.

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Appendix 1

P. O. Box 6506

Windhoek

Date: 14 September 2016

The Academic Registrar

Triumphant College

P.O Box 206

Windhoek

Dear Sir/Madam

Re: Seeking authorization to conduct a research in your organisation

My name is Collin Paul Madziwo (Student number HD/B/1128/N.13) doing my final year at the Open university of Tanzania, pursuing a Master's Degree in Project Management. As a fulfilment requirement of my Master's Degree program, I am expected to conduct a research in order to be awarded a Master's Degree hence I have chosen Triumphant College as a case study for my research with a topic entitled ***"An investigation into the Effects of Project Change in Scope on Employee Performance"***.

The objectives of the research are as follows:

- To identify the effects of Project Change in Scope on Project Team Performance.
- To identify how the human side is managed during change at Triumphant College.
- To identify employee stress during change coping strategies at Triumphant College.
- To identify the effects of change on Project success

- To offer recommendations on the appropriate stress management strategies that can be used when effecting change

I am hereby seeking permission to conduct my research in your organisation as this will involve the staff members and other employees when responding to the questionnaires.

The information obtained from your organisation will be treated confidential and anonymity always, such information will only be used for the stated purpose of this research and will not be given to a third party under what circumstances.

The finding of this research will be the final submission of my project to Open University of Tanzania and the outcome of the research analysis will be presented to Triumphant College management if possible.

Thank you. I rely on your usual support.

Yours sincerely

Via email

.....

Collin P. Madziwo

Contact: 0812798404

Email: collinpaul2020@gmail.com

Appendix 2



1 Schoeman Street Windhoek West. P. O. Box 6506, Windhoek, Namibia.

Tel +264 61 234903 Fax +264 61 303256: E-mail: Triumph1@iway.na Reg. No. cc/2006/0067, VAT No. 4125054-01-5

INTERNAL MEMO

To: Collin P Madziwo

From: Ms Nabukenya Muwonge (Human Resources Manager)

Date: 18/09/16

Subject: Request to conduct a research project

It is with great pleasure to inform you that your request to carry out research on the effects of Project change in Scope on Employee performance on a Project within Triumphant College has been approved. This will help you to complete your dissertation and it will also be beneficial to Triumphant College as it will give us a better perspective on how to handle change within our organisation. Please feel free to come to our offices for any information that you may require. Also let us know in advance on the days which you will be coming to conduct your research.

I have forwarded your request to other departmental heads to make time for you during your research and your team mates are allowed to create time to answer your questions.

Do not hesitate to contact me if you may require more information or assistance to get access to the organisational information relevant to your research.

Via Email

Ms N Muwonge (Human Resources Manager)

-

Appendix 3

SAMPLE RESEARCH QUESTIONNAIRE FOR EMPLOYEES

I Collin Paul Madziwo a Student at The Open University of Tanzania and seek your assistance to conduct a research on the Effects of Project change in scope on Project Team Performance at Triumphant College. The main purpose of the questionnaire below is to find out what your views are in relation to the contributing factors of change processes on Employee Performance at Triumphant College. Your contributions will assist the researcher in making some recommendations that can help reduce the level of work stress in future.

*Please note that the information provided will be treated as highly confidential and you need not to provide your name. Kindly complete the questionnaire as honesty and accurate as possible. **Please tick in the appropriate box or fill in the space provided for your answers***

Department.....

In which age category do you fall?

Younger than 25yrs	25 – 34yrs	35 – 45yrs	Above 45yrs
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How long have you been working for Triumphant College

Less than 5yrs	5 – 10yrs	11 – 20yrs	Above 20yrs
----------------	-----------	------------	-------------

Gender

Male	
Female	

Research questions

- 1) How do you rate your participation as an employee during change?

Very poor 1	Poor 2	Average 3	Good 4	Excellent 5
-------------	--------	-----------	--------	-------------

- 2) Do you have open channels of communication where you are provided the opportunity to make some contributions?

Yes	
No	

- b) If yes please state those communication channels

.....
.....
.....

- 3) Do you think your contributions were taken seriously?

Yes	
No	

- 4) How were you affected by any of the change programs that were done in the organization? Briefly explain.....

.....
.....
.....

- 5) How is/was your department affected by the change? Briefly explain.....

.....
.....

- 6) Did the change program bring in new roles for your work?

Yes	
-----	--

No	
----	--

b) If yes, please state your feelings about your new roles

.....

.....

7) Did you at any time feel that you are/were?

Under worked	
Overworked	
Threatened	
Fear of uncertainty	

8) Did the factor mentioned above affect your performance / productivity? ***Briefly***

Explain.....

.....

.....

9a) How did you manage the factors mentioned above? ***Briefly explain***.....

.....

.....

b) Are there any issues that you think could have been dealt with differently?

Yes	
No	

If yes please briefly explain.....

.....

10) What recommendations would you give on the management of change so as to reduce work stress?.....

.....

.....

Thank you for your time and participation.

Appendix 4

SAMPLE QUESTIONNAIRES FOR MANAGERS

I Collin Paul Madziwo, am a student at The Open University of Tanzania and seek your assistance to conduct a research on the contributing factors of change processes on The Effects of change in Scope on Employee performance at Triumphant College. The main purpose of the questionnaire below is to find out what your views are in relation to the contributing factors of change processes on Employee Performance. Your contributions will assist the researcher in making some recommendations that can help reduce the level of work stress in future during Change in Scope.

Please note that the information provided will be treated as highly confidential and you need not to provide your name. Kindly complete the questionnaire as honesty and accurate as possible.

Instructions

Please put a tick in the appropriate box or fill in the blank spaces provided for your responses.

Personal information

Department.....

In which age category do you fall?

Younger than 25yrs	25 – 34yrs	35 – 45yrs	Above 45yrs
--------------------	------------	------------	-------------

How long have you been working for Triumphant College

Less than 5yrs	5 – 10yrs	11 – 20yrs	Above 20yrs
----------------	-----------	------------	-------------

--	--	--	--

Gender

Male	
Female	

Research questions

1) What channels are/were used in your organisation to communicate change?

.....

.....

.....

2) How would you rate employee participation during change?

Very poor 1	Poor 2	Average 3	Good 4	Excellent 5
-------------	--------	-----------	--------	-------------

3) How do you rate employee resistance to change?

Very low	Low	Average	High	Very high
----------	-----	---------	------	-----------

4) Did the employees openly oppose the change?

Yes	
No	

5) What measures are/were used to convince employees on the need for change?

e.g. Training, seminars, awareness sessions, meetings, etc

.....

.....

.....

6a) Did you notice any negative reactions about the change that you could attribute to employee stress?

Yes	
No	

b) If yes please state those reactions

.....

.....

7) What coping strategies are/were used during change?

.....

.....

.....

8) How is/was work stress managed in the organisation.....

.....

.....

.....

.....

Thank you for your time and participation.